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Executive Registry

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24 March 1982

MEMORANDUM FOR: Executive Director

FROM: James N. Glerum
Director of Personnel

SUBJECT: Hiring Constraints - Remainder FY 1982

1. On 19 March 1982, [] and I met with the four Associate Deputy Directors to discuss the ceiling constraints which will impact on our ability to EOD new employees throughout the remainder of FY 1982. As of 19 March, we were [] under ceiling with [] scheduled EODs. Applying an estimated attrition of [] we will have [] openings between now and 30 September 1982. Tab A shows a breakout by career service. Tab B shows suggested recruitment priorities for each career service. In no case did an ADD believe his directorate could avoid major problems if the hiring limitations stand. All have received heavy additional tasking against projected additional ceiling in FY 1983. Individual directorate reactions are attached at Tab C.

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2. Our options are limited. We can't use the short-term contract device because this would increase the projected FTE shortfall and attract OMB and Congressional focus on the fact that we were effectively over ceiling. Even where a directorate (e.g., the DDA) projects an FTE surplus, the use of that surplus to hire on short-term contract would force one or more of the other directorates to remain under ceiling. I have two recommendations:

a. Seek Congressional relief against projected FY 1983 ceiling increases. One obvious justification is the "approved" overage in S&T of [] ceiling positions for two special projects. On a six-month basis this would give us [] FTE manyears which, if used primarily for short-term contracts, could go a long way toward solving the [] problems. Another justification is the lengthy in-training status of communicators, career trainees and a few other smaller categories of employee. (Since we already have [] ceiling positions to accommodate career trainees, their inclusion would have to be handled carefully.)

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S-E-C-R-E-T

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S-E-C-R-E-T

b. Prioritize hiring on an Agency-wide basis regardless of individual career service available ceiling. I believe that clericals, communicators, operations officers and specialized analysts should be given the top priority with each career service retaining some ceiling to meet smaller, but still critical, requirements at its own discretion. The latter category would include, for example, the needs of OL, ODP and OS.

3. As an afterthought - you will note that the directorate statements at Tab C assume continuation of all the special and add-on programs at the expense of more routine bread-and-butter or housekeeping activities. That assumption is consistent with our traditional "can-do" spirit. However, it also can result in less than satisfactory performance of important programs. I wonder if it might not be time to get dramatic and take the position that some of the new, high priority requirements cannot be met without the necessary resources.

4. I suggest we sit and talk this one out.

James N. Glerum

Attachments

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